



**U.S. Army Research Institute
for the Behavioral and Social Sciences**

Research Report 1769

**Analysis of the USAREC Recruiting Incentive,
Partnership for Youth Success (PaYS)
as Viewed by the Big-3 Companies of the
Automotive Industry:
Results, Conclusions and Recommendations**

**Robert M. Elton, Dennis L. Benchoff, and Al H. Bemis
MTL Services International, Inc.**

March 2001

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**U.S. Army Research Institute
for the Behavioral and Social Sciences**

A Directorate of the U.S. Total Army Personnel Command

**EDGAR M. JOHNSON
Director**

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Technical review by

Ronald B. Tiggie
Peter Legree

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**Selection and Assignment Research Unit
Michael G. Rumsey, Chief**

**U.S. Army Research Institute for the Behavioral and Social Sciences
5001 Eisenhower Avenue, Alexandria, Virginia 22333-5600**

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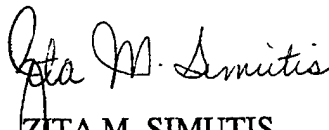
FOREWORD

The U.S. Army Recruiting Command designed and implemented a new recruiting incentive in FY 2000. Entitled Partnership for Youth Success (PaYS), the incentive program sought to target a new market to help increase applicant interest in joining the Army and hence actual recruits in an effort to attain its annual recruiting objectives. The new market consists of high school seniors and graduates who are not interested in continuing their education beyond the high school level immediately and, therefore, are not interested in the Army's primary incentive, money for college. The Army's premise is that there exists a segment of American youth who would be more interested in some form of employment, facilitated by the Army, to be available at the termination of the initial term of service than any other existing incentive.

The purpose of the study described in this report was to brief the automotive industry, Ford Motor Company, General Motors and Daimler-Chrysler, and analyze the feedback provided by a homogeneous industrial segment on the various provisions of the incentive program. The objective was to either confirm the efficacy of the program's provisions as currently structured or recommend changes to increase the perceived value of the program to the target market. Also included in this report is a proposed protocol to be used to determine target market acceptability of a post enlistment employment incentive.

The Army can use the findings in this report to adjust as necessary the provisions of the PaYS program with a view toward improving its use as a viable recruiting incentive in the future.

The final report was reviewed and approved in January 2001 by the USAREC, PaYs Program Manager, Col Robert A. Qualls, following discussions with the contractor on their recommendations.


ZITA M. SIMUTIS
Technical Director

Analysis of the USAREC Recruiting Incentive, Partnership for Youth Success (PaYS), as Viewed by the "Big-3" Companies of the Automotive Industry: Results, Conclusions and Recommendations

EXECUTIVE SUMMARY

Research Requirement:

In Fiscal Years (FY) 1998 and 1999 the Army failed to achieve its recruiting objective and among other actions developed some programs intended to be incentives to increase recruiting success in FY 2000 and subsequent years. One such incentive is the Partnership for Youth Success also known by its acronym "PaYS." The PaYS program was designed to make the Army's offer of skill training and experience more inviting by combining it with an offer to place interested prospective enlistees into quality jobs in the civilian sector. The soldier would transition following discharge from the Army after three or four years' service. However, the Army has experienced difficulty in convincing companies in the private sector to provide these job opportunities, and in using the program to sign on many enlistees.

The objectives of the current contract are twofold. The first was to receive a comprehensive briefing from the U.S. Army Recruiting Command (USAREC) staff to review all aspects of the program and its implementation, develop a briefing and protocol to solicit feedback from the Big-3 of the automobile industry, and provide findings and make recommendations to USAREC that might improve the value of the program. The second objective was to develop a protocol based on the provisions of the PaYS program and modified as appropriate based on the feedback from the automobile industry's human resource directors. This protocol could be used by USAREC to determine whether or not the PaYs program, with certain modifications, actually would be perceived as an incentive by the target market of American youth.

Procedure:

To accomplish the objectives of this contract, the approach consisted of designing a comprehensive briefing of the PaYS program to include a protocol or series of questions to elicit opinions from those in the automobile industry of the merits and deficiencies of the program. This feedback would be used to recommend modifications to the program as currently structured with a view toward strengthening the program. It would also be used to design a protocol to determine whether or not the target market considered the program a viable enlistment incentive.

Findings:

For the first objective, the briefing provided by USAREC on the provisions of the PaYS program highlighted three possible deficiencies. First, there was little written documentation of the program. That which was available did not go beyond the briefing

slide or outline level of specificity. Second, USAREC envisioned the management of the program once a program candidate was enlisted to be the responsibility of both the enlistee and the company that was to provide the job. Third, USAREC sought to decentralize the acquisition of participating companies and their jobs in the PaYS program by tasking the recruiting companies and battalions to develop partner relationships at a local level. The briefing and interview sessions with the automakers and its union generated two significant concerns with the PaYS program as currently configured. First, the automobile industry because of its size and national recognition has a job pool and does not advertise to hire employees. It uses the pool or standing list process that screens referrals by means of comprehensive tests and offers jobs to those in the pool as job vacancies become available. Second, because of the constant changes in the automobile market, it would be almost impossible to forecast and provide lists of possible jobs now for vacancies three or four years hence when enlistees in the program would be leaving the Army. Both of these concerns would need to be accommodated by modifications to the program as currently structured. An additional finding revealed that while the unions do not play a direct role in the automakers' hiring procedure, union support for the provisions of the PaYS program is viewed as necessary for implementation by the industry even after its other concerns are addressed.

The representatives of the automobile industry also articulated an additional concern that did not fit within the parameters of the PaYS program. While they thought it would be beneficial to be able to hire former first term soldiers at the entry level because of the positive characteristics that they would possess, this was not their primary interest. They have a pressing need for skilled tradesmen at the journeyman or master level and wanted to know how they could hire senior NCOs as they retired from the Army that might possess the skills needed. This provides an opportunity for the Army through the Army Career and Alumni Program to assist retiring soldiers to secure employment. This might have an indirect effect on recruiting.

For the second objective, the briefing and discussions with the automakers' representatives provided additional information that was used to develop a protocol to assess the efficacy of the PaYS program as an appealing recruiting incentive and market expander.

Recommendations:

Consistent with the findings, we recommend that USAREC assume responsibility for the management of the PaYS program in its entirety and not hand off administration to the company partners or to the individual soldier. We also recommend that the solicitation of companies to participate in the program be retained at the USAREC level and be done nationally, rather than locally by overtaxed and inexperienced recruiters. Likewise, USAREC should continue to work with the automobile and similar industry segments to modify the PaYS program to accommodate the industry practice of using a hiring pool or standing list, and the industry's inability to make projections of job opportunities more than one year into the future. Similarly, USAREC should include

briefings and discussions with industry unions whenever possible to assure acceptance of the PaYS program of both the company and its union.

We also recommend that USAREC conduct a survey of the target market using an agency expert in market surveys to determine whether or not the PaYS program will have its intended results of increasing enlistments and expanding the recruiting market.

**Analysis of the USAREC Recruiting Incentive, Partnership for Youth Success
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CONTENTS

	Page
Introduction	1
Background	1
Objectives of the Research	2
Methodology	3
Briefing Formulation Procedure	3
Briefing Presentation Procedure	4
Findings	4
Objective 1: Brief and Formulate Improvements	4
Objective 2: Formulate Protocol	7
Recommendations	8
Objective 1: Brief and Formulate Improvements	8
Objective 2: Formulate Protocol	9
Conclusions	9
References	10
APPENDIX A. USAREC BUSINESS INFORMATION PACKAGE	A-1
B. BIG-3 AUTOMOBILE INDUSTRY PROTOCOL.	B-1
C. TARGET MARKET PROTOCOL	C-1

Analysis of the USAREC Recruiting Incentive, Partnership for Youth Success (PaYS), as Viewed by the "Big-3" Companies of the Automotive Industry: Results, Conclusions and Recommendations

INTRODUCTION

Background

At the end of Fiscal Year (FY) 1998 the Army failed to achieve its recruiting goal for new recruits by one percent or 776 accessions. Again in FY 1999, the accession mission for new recruits was not met. However, the shortfall was considerably more significant with over eight percent of the recruiting requirement or 6291 soldiers not being inducted into the Active Army. In addition, over 12 percent of the U.S. Army Reserve mission was not achieved that same year.

Based on its inability to successfully attain its recruiting goals for two consecutive years, the Army sought additional resources for developing several recruiting programs designed to interest more of America's youth in serving in the U.S. Army.

One of these new recruiting programs was an enlistment incentive designed to appeal to a segment of high school seniors and recent graduates who were thought to be more interested in a quality civilian job after possible military service than in post enlistment attendance in college. Since the early 1980s, the Army College Fund and the Montgomery GI Bill have been the primary recruiting incentives used to target high school seniors and graduates. These educational related incentives were a primary recruiting tool of recruiters because they appealed to a segment of American youth who saw a college degree in their futures but didn't have the financial resources to make that vision a reality. However, over the past two decades, there has been an increase in financial aid to college bound youth so that the Army's educational incentives even when increased in value to keep pace with the rising cost of a college education have become less appealing than these other financial aid programs that do not include a public service requirement.

This new recruiting incentive, which is entitled "Partnership for Youth Success" or "PaYS" for short, is meant to target that segment of the youth population whose primary interest in the future would be in returning to their communities with skills acquired from their Army service to get a quality job. This belief that the youth market contained two distinct segments, one college oriented and one work oriented, followed from earlier studies that created the Army College Fund incentive previously described. The concept of dual market segments resulted from the belief that high school graduates would either be interested in entering college or the labor force. The Army had traditionally targeted those interested in going to work by offering skill training, experience, and cash bonuses in exchange for a period of military service. The Army appeals to the college bound segment with generous financing for college in exchange for military service greatly expanded the total market of its recruiting effort.

The PaYS program seeks to add an additional inducement to the traditional appeal to those in the workforce bound market. This feature was a promise to provide help in finding a quality civilian job to enlistees following their initial term of service. The PaYS program seeks to have companies in the private sector become partners with the Army in providing jobs for enlistees following their discharge from the Active Army. These positions would be made available at the time of enlistment, be part of the enlistment process, and would be filled by the designated soldiers following discharge. It was thought that the offer to help provide a quality civilian job, meaning employment by a nationally recognized company or industry with a starting salary significantly above the minimum wage, would be an additional incentive to make Army service more appealing to the workforce oriented segment of the youth market.

The United States Army Recruiting Command (USAREC) designed the program, provided training material to its recruiting force at all levels, and began to market the program to companies in the private sector in FY 2000. Its goal was to expand the workforce oriented market by 5000 in FY 2001 by the use of the PaYS program. Because recruiting for FY 2001 actually begins in July of the previous fiscal year, the program was opened to prospective enlistees in July 2000 with less than the 5000 desired post enlistment jobs available. However, this shortfall was not a problem because the PaYS program was not heavily marketed or advertised, so less than one half of one percent of the goal of 5000 sales of this incentive were realized prior to the beginning of FY 2001 on 1 October 2000.

Objectives of the Research

The objectives of the research are twofold and based on the assumption that the results will be provided to the appropriate leadership of USAREC for use in improving recruiting incentive programs and program management.

Objective 1: Brief representatives of a homogeneous industry and use any relevant feedback to formulate possible improvements to the PaYS program. The USAREC efforts to gain the support from companies in the private sector to generate the desired 5000 jobs necessary to support the program have not borne fruit. The lack of industry response to USAREC's solicitations and promotions may indicate shortcomings in the formulation or implementation of some of the component parts of the PaYS program. Therefore, the first objective or focus of the research was to brief the particular components of the PaYS program to a homogeneous employment sector of an industry whose employment opportunities would be representative of those that might appeal to youth in the target market sought by the Army. The homogeneous employment sector selected was the so-called "Big-3" companies of the automobile industry. The briefing was designed to facilitate a discussion of the program with the Human Resource Directors of the Daimler Chrysler Corporation, the Ford Motor Company and the General Motors Corporation. Feedback from the automobile industry would be analyzed and recommendations made to USAREC on possible modifications necessary to make the program as successful as possible to both companies in the private sector and the target market.

Objective 2: Formulate a research protocol to determine the validity of the USAREC belief that the PaYS program is a recruiting incentive. The USAREC belief that the PaYS program is a possible effective recruiting incentive and a possible market expander was not based on any known research. Therefore, another objective was to develop a research protocol to determine if a target market of high school seniors and graduates who are primarily interested in post service employment opportunities exists and whether or not the provisions of the PaYS program as modified by the feedback of the automobile industry actually serve as an incentive to promote enlistment in the Army.

METHODOLOGY

Briefing Formulation Procedure

The first step was to meet with those officials and members of the USAREC staff responsible for the PaYS program to learn about all of the aspects of its development and implementation. This was accomplished by a visit to USAREC headquarters at Fort Knox, Kentucky on 27 July 2000. A briefing was presented that covered all of the components of the program, provided all of the documents available on the program and permitted a detailed discussion of the strengths and weaknesses of the program. The entire staff appeared to be supportive of the program and each appropriate staff section was represented. The program did not suffer from a lack of interest or coordination. However, three apparent and significant shortcomings were noticed by the researcher and discussed with the staff. First, there appeared to be no detailed written documents to describe the provisions of the program. What documentation that existed consisted of three sets of briefing slides which outlined the program to the recruiting force, the guidance counselors and the recruiting company and battalion leadership respectively. A fourth document was the Business Information Package (Appendix A) that outlines the provisions of the program to companies that might be interested in becoming a partner with the Army by providing jobs to potential enlistees. This document and the discussions that followed formed the basis for the PaYS briefing that was subsequently presented to the officials of the three companies of the automobile industry.

Second, the intent of USAREC in managing the program after an enlistee was assigned an available job was to have the soldier and the company that was providing the job jointly work together over the period of the soldier's enlistment to assure that the job remained available and that the soldier was hired following discharge. This seemed to be an extremely tenuous process that might result in more program failures rather than successes. The USAREC staff agreed that the biggest beneficiary of the PaYS program was USAREC and the Army so one or the other should assume the responsibility to manage the program for both the enlistee and the private sector company. It was agreed that in briefing the representatives of the automobile industry, the researchers would assume that the Army would be the program manager to minimize any perceived administrative burden that might discourage participation by the industry.

Third, the intent of USAREC was to task the recruiting company and battalion commanders with contacting businesses and industries in their respective geographical areas to generate partnership arrangements for the provision of jobs to be offered to

prospective enlistees. This seemed to add an additional burden to already busy leadership levels that probably would not generate many jobs for the PaYS program. This coupled with the possibility that some jobs obtained by this procedure might be lacking in the perceived quality that USAREC considered necessary to interest the target market argued against the marketing of the PaYS program to companies below the USAREC headquarters level.

Briefing Presentation Procedure

A briefing of the PaYS components and provisions was developed following the visit to USAREC. A protocol or set of questions (Appendix B) was developed to ascertain from those automobile industry personnel interviewed their perceptions of the program and what, if any, modifications might be needed to elicit industry participation. A series of meetings were conducted in Detroit on 23-24 August 2000 with several personnel influential in and familiar with the automobile industry. These individuals reviewed the briefing and the proposed research methodology and provided suggestions for revision of the briefing and leads to gaining briefing opportunities with the Chief Executive Officers of Daimler Chrysler, Ford and General Motors. They also offered valuable suggestions to improve the extent of the research. One significant suggestion was to brief the United Auto Workers (UAW) and the Original Equipment Suppliers Association (OESA) to solicit additional feedback on the PaYS program.

The original research methodology was unsuccessful due to unavailability of the principals and was immediately shifted to interviews with senior human resource representatives. The first briefing session was scheduled and conducted with personnel of the Daimler Chrysler Corporation on 10 October 2000. A briefing of a Ford Motor Company representative was scheduled and presented on 13 October 2000. The final industry briefing was scheduled and conducted with representatives of General Motors on 30 October 2000. Additionally, briefings and discussions were conducted with representatives of the OESA and the UAW on 2 and 20 November respectively. Valuable information on the automobile industry as well as important feedback on the PaYS program was collected for analysis from all of these briefing sessions.

FINDINGS

Objective 1: Brief representatives of a homogeneous industry and use any relevant feedback to formulate possible improvements to the PaYS program.

Following the presentation of the briefing on the PaYS program and its provisions to the human resource directors, the protocol in Appendix B was used to generate feedback from the three companies in the automobile industry. Each question from the protocol has been repeated in italics. The consistency of the responses clearly established the homogeneity of the industry. The protocol was developed to lead the respondents through one of two lines of questions depending on the response to the initial question that concerned a willingness to participate in the PaYS program after hearing the briefing.

All three companies stated that they **could not** participate in the program as currently structured. **Question Line B** was then followed asking for program elements or

provisions that would have to be changed in order for the companies to be willing to participate. Basically there were perceived to be two major difficulties with the PaYS program from the viewpoint of the automobile industry. First, all three automakers because of the high desirability of employment in the industry do not advertise to fill job vacancies but use referrals to a labor pool that contains job candidates who have passed a comprehensive series of tests. To be able to participate in the PaYS program, it must be restructured to accommodate the industry's current hiring process. Second, because hiring is driven primarily by automobile market factors, it would be improbable if not impossible for the industry to provide lists of possible job vacancies three or four years into the future. In response to question 3 (*Are there any changes or modifications that you have just recommended that are more or less important than the others, that is, which are absolutely critical rather than "nice-to-have?"*) both difficulties were viewed as being equally serious shortcomings. No additional difficulties were provided in response to question 4 (*What do you believe are the beneficial features of this program for your company?*)

In response to question 5 (*Do you believe that the effort required by the Army to participate in and manage the company's portion of the PaYS program is reasonable?*) there seemed to be a consensus that the Army should be the primary manager of the program as presented in the briefing. In response to question 6 (*The Army seeks to provide "guaranteed" positions for its recruits in participating companies when the soldier successfully leaves the Army. The Army would like participating companies to actually hire enlistees into the company in a non-pay status and then place them in a leave of absence status. Is this acceptable to your company? If not, what is the preferred method of hiring that your company would propose to affect this guarantee?*) none of the companies could provide guaranteed jobs because of the industry wide use of the pool of standing list hiring procedures. However, all respondents seemed to think that a method could be developed to place first term enlistees into the industry hiring pools a year prior to their separation date to make them eligible for vacant positions shortly after discharge from the Army. All respondents felt that in response to question 7 (*The program currently requires the applicant to enlist for a specific military skill. Is it essential for your company to have a person begin work with a specific amount of technical knowledge or would just general Army training be adequate?*) the more training and experience program participants could acquire during their service would be most beneficial. In answering question 8 (*Do you agree that such attributes as self-discipline, self-motivation, physical fitness, respect for authority, teamwork and drug free work habits are essential to have in your labor force?*) the industry representatives were unanimous that the traits and characteristics that soldiers would possess at separation from the Army were essential and would be highly desired in each companies' workforce. As mentioned in response to question 2 (*What aspects of the program do you believe must be changed in order for your company to agree to participate?*) neither option contained in the Business Information Package was acceptable to the automobile companies and, in fact, no forecast with any specificity could be provided in response to question 9 (*The Army has two options to provide employment forecast data to identify future available jobs. Which would work best for your company's situation? If neither, is there another option you could propose for consideration?*)

The possibility of turnover or the "one way" nature of the program in favor of the soldier did not appear to be a problem as posed in questions 10 (*How much turnover in prospective Army employees are you willing to accept as long as the Army provides qualified replacements for those who don't complete the PaYS program for valid reasons?*) and 11 (*Is the apparent "one way" nature of the agreement with the soldier a problem for your company?*). While the Memorandum of Understanding mentioned in question 12 (*Is the Memorandum of Understanding between your company and the Army sufficient to protect your company's interests? If not, what changes would you propose?*) was provided to the human resource directors at the briefing, it was not discussed in any detail. Daimler Chrysler agreed to have its legal staff review its provisions, but no feedback has been provided as of the writing of this report. Because of the size of the companies being interviewed and the hiring procedures already discussed, no feedback concerning questions 13 (*Would your company like more flexibility or latitude in dealing directly with the soldier than the program currently proposes? If so, what relationship would you recommend?*) and 14 (*Would you like more information on those soldiers who accept employment in your company beyond name, SSN and skill training provided? If so, what specific information would your company like to have and when?*) was obtained. It is assumed that should any soldiers eventually enter any of the industry's hiring pools with their comprehensive testing processes, a multitude of personal data would be available to the companies.

With respect to the query in question 15 (*Does the collective bargaining agreement between your company and its unions require any modifications in the structure of the PaYS program before your company could implement it?*) concerning collective bargaining agreements, all companies claimed that management has the sole right to hire its employees. The union is not involved in the process other than having its members refer candidates to the hiring pools. However, all respondents felt that the union would have to support the program for their companies to participate since any perception that the program would limit the hiring opportunities of those candidates referred by union members might adversely affect union-management relations. The feedback provided by the interview of a senior official at the UAW appeared to be basically supportive because of the quality and attributes that soldiers would bring to both the companies' workforce and the union membership. He thought the program could work in the automobile industry but that union members representing the three automakers would have to be briefed and interviewed as well. Since it is clear that the PaYS program would have to be modified to accommodate this industry's participation, it would be moot to brief the companies' union representatives before these potential modifications are made.

Finally, as already mentioned, no company representative thought that in response to question 16 (*Realistically, what is the maximum time in advance of hiring that specific jobs could be forecast by your company?*) any forecast of possible jobs to offer enlistees as part of the PaYS program beyond a year was unreasonable. In fact, due to the vagaries of the automobile market even shorter projections would not be valid.

An additional briefing and interview conducted with a representative of the Original Equipment Suppliers Association produced similar and reinforcing findings.

Although the companies that comprise this association are much smaller than the three primary automakers, they too believe that the qualities and attributes that service in the military would provide prospective employers after discharge would make former soldiers a valuable resource to their businesses. These businesses would also have a difficult time in providing meaningful and realistic projections of possible jobs more than a year into the future. However, the actual hiring practices of these smaller companies differ widely with some using the pool or standing list process of the automakers and others using referrals and advertising to attract candidates for employment. It appears that the PaYS program would not need much modification to be able to accommodate these companies as partners in providing jobs in support of the program. Regardless, the companies that comprise this association are all not nationally known and generally have lower starting salaries than the Big-3 automakers. While clearly a source of acceptable jobs, only USAREC can determine whether or not they would conform to its notion of a quality civilian job and would serve as an incentive to potential enlistees.

One additional piece of feedback from the representatives of the Big-3 and the OESA was the desire for highly skilled craftsmen. While hiring soldiers with their basic work skills and work ethic was clearly desired and acknowledged to be beneficial, the hiring of entry-level employees was a secondary concern. Their primary concern appears to be hiring at the journeyman or master level. These levels seem to be in short supply. Each representative was interested in a way to hire retiring NCOs that they thought might possess the skills they needed. While this should certainly be of interest to the Army, it would not fit the intent of the PaYS program for increasing enlistment into the Army. A separate program might be developed in association with the Army's Career and Alumni Program (ACAP) to possibly accommodate this industry need and also benefit retiring soldiers who also would be interested in a second career following their military service. Perhaps in some indirect way it could be used to support the Army's efforts to expand enlistments to meet its recruiting goals.

Objective 2: Formulate a research protocol to determine the validity of the USAREC belief that the PaYS program is a recruiting incentive

While the briefings and interviews with the representatives of the automobile industry indicated an interest in the PaYS program and in finding ways to make it mesh with their particular hiring and employment selection processes and procedures, there is no indication that the high school seniors or graduates of today or those in the near future would find that an Army program that provides assistance in placing potential enlistees in quality civilian jobs would be an actual incentive. Therefore, a protocol to survey the target market (Appendix C) was developed based on the current provisions of the PaYS program that has also incorporated some of the conditions necessary to accommodate the hiring constraints of the automobile industry should USAREC decide to seek its participation as a partners in the program.

RECOMMENDATIONS

Objective 1: Brief representatives of a homogeneous industry and use any relevant feedback to formulate possible improvements to the PaYS program.

As a result of the research conducted using the automobile industry as a homogeneous subject and the analysis performed on the feedback provided, we recommend the following:

1. Reformulate the plan for the overall management of the PaYS program to specifically designate USAREC or another appropriate Army agency to be responsible for all of the segments of the program. The designated agency should, in addition to the already acknowledged responsibility for the management of the job acquisition and matching process associated with the enlistment of an individual under the provisions of the program, also accept responsibility for the management of the entire process to include those actions necessary to assure that the separating soldier and the designated post enlistment job opportunity stay linked as long as the soldier and the job are available. There should be a single manager of the program from the start to the end of the process. Handing the responsibility for the process over to either the participating companies, the participating soldier or both could adversely impact on the overall success of the program or be viewed by the participating companies as an unacceptable administrative burden.
2. Change the intention of tasking recruiting company and battalion commanders to solicit private sector companies to become partners with the Army in support of the PaYS program. The stated goal of the program is to offer quality civilian jobs after Army service as an incentive for enlistment. With the acquisition of these jobs decentralized to a local level, the maintenance of acceptable standards in the screening of these jobs would be difficult to maintain. Therefore, the solicitation of jobs in the private sector to support the PaYS program should be controlled and conducted by USAREC at the national level.
3. Reformulate the provisions of the program with respect to forecasting potential jobs three to four years into the future and listing them in the PaYS database to accommodate the hiring procedures of the automobile and other industries that use a labor pool or a standing list or companies that cannot meet the requirement to provide meaningful and realistic long range employment vacancies. Companies like the automakers have the potential to provide numerous job opportunities that would be considered to meet the definition of quality sought by USAREC. These jobs reside in nationally recognized and advertised companies, offer starting salaries significantly above the national average and are located across the country. It would seem that the provisions of the PaYS program could be modified to accommodate both the companies' particular hiring practices and the apparent inability of most companies to provide lists of long-range job opportunities. The

companies associated with the automobile industry are eager to tap into the Army's source of quality employees and seem willing to work with the Army to design procedures to accommodate both parties' concerns and needs.

4. Brief and interview a variety of trade union officials to redesign as necessary any provisions of the PaYS program that would not generate the support of organized labor. While the hiring of employees is generally a function of management, the lack of support by organized labor associated with a particular industry could be the sole factor in a company's unwillingness to participate.
5. Develop a complete and comprehensive set of written documentation of the PaYS program which goes beyond the briefing slide or outline level of detail. It is obvious that a lot of thought and effort has gone into the formulation and development of the PaYS program. However, little of the detailed procedures and provisions have been captured in a properly documented format. While the Business Information Package, provided to companies to explain the program, is the most detailed document that exists, a great deal of explanation is still required to make the goals, procedures and provisions of the program understandable to the companies. This lack of adequate documentation should be easily corrected.

Objective 2: Formulate a research protocol to determine the validity of the USAREC belief that the PaYS program is a recruiting incentive.

Use the research protocol at Appendix C to determine whether or not the PaYS program is considered to be an incentive by having it administered to a representative segment of the target market either by an independent company expert in conducting both surveys and market research or by the Army's advertising agency using appropriate focus groups.

CONCLUSIONS

The Partnership for Youth Success recruiting incentive program has been formulated more on belief than market research. However, as presented to those primarily responsible for the hiring for a significant industry segment, the benefits to both the Army and the industry were apparent. USAREC should continue to pursue this initiative in conjunction with this and other significant segments of the private sector and their unions whenever necessary to develop a well-planned, documented and managed program. The issue of the program's potential as a recruiting incentive for increasing enlistments and expanding the target market needs to be determined by additional research.

References

Office of the Secretary of Defense Press Release. Fiscal Year 1998 Recruiting. Release Number 559-98, 28 October 1998.

Office of the Secretary of Defense Press Release. Fiscal Year 1999 Recruiting. Release Number 559-98, 8 November 1999.



Reconnecting America with the Army



Army Recruiting Command

Business Information Package

For

The Partnership in America's
Youth Success (PAYS)

TABLE OF CONTENTS

Table of Contents	2
Posting Jobs on the PaYS Website	3 - 6
Sample MEMORANDUM OF AGREEMENT.....	7 - 9
Sample Letter Of Intent.....	10-12
Information Packet to Applicant.....	13-14

Posting Jobs on the PaYS Website

Introduction

Companies can enroll in the PaYS program online by visiting www.armypays.com. Once enrolled, companies can post jobs on the PaYS website. This explains the enrollment process and some of the behind the scene's steps which occur at the PaYS office. To enroll in the PaYS program a company representative goes to the PaYS website, signs in and gets a Password and USER ID. Once the MOA is signed, the Password and USER ID are activated and the company representative can post jobs in the PaYS database. This discusses the screens and the steps necessary for the partnership company to post positions in the database, starting with how to sign up for a Password and USER ID.

How to apply for a company Password and USER ID

A company begins the enrollment process by going to the PaYS website and clicking on the 'SIGN UP!' link. This takes you to the screen with the subheading of, 'Eligibility to apply as a PaYS Partner.' This screen has this message.

All PaYS Employers must review and sign the **Memorandum of Agreement** before being accepted as a PaYS Partner. Positions offered should represent permanent, full-time jobs projected in the future. There can be NO fee charged to the applicant for placement and all positions must be direct hire.

Franchise opportunities are not eligible to apply for PaYS.

Employers found in violation of these restrictions will be excluded from future posting of information to the PaYS database.

Please Proceed to **PaYS Partner On-Line** for further information

In the text above, '**Memorandum of Agreement**' and '**PaYS Partner On-Line**' are links, which go to either the Memorandum of Agreement (MOA) screen or the 'PaYS Partner On-line' screen. The Memorandum of Agreement link is an example of the agreement that must be signed between the company and the Army. The PaYS Partner On Line link is the screen where a company begins the process of joining the PaYS program.

The page viewed from the '**Memorandum of Agreement**'. The MOA describes the company's and the Army's duties and obligations to the soldier and to each other. An officer of the company who has the legal authority to sign on behalf of the company must sign the MOA. The Commanding General of the United States Army Recruiting Command, or his authorized representative, signs the MOA on behalf of the United States Army. Each party receives a copy of the executed MOA. The PaYS program

cannot list the company's job openings in the PaYS database until the MOA is signed and returned to the PaYS Program Manager.

The '**PaYS Partner On-Line**' link goes to the PaYS Partner On Line page. Fill in the response blocks on this page to start the process of enrolling in the PaYS program. Once these blocks are filled in and sent, the PaYS website receives an email with the company's information. At this time, the individual is issued a USER ID and PASSWORD. The USER ID and PASSWORD are activated when the Memorandum of Agreement is signed and returned to the PaYS staff.

Entering Jobs On the Web Site

LOG-IN Page.

Fill in the fields labeled 'User Name' and 'Password' with the user name and password you received via email when you logged in to the system the first time. Once the fields are filled in (remember user name and password are case sensitive) click on the 'SIGN-IN' text link.

Corporate Home Page.

From the 'LOG-IN' page you will go to the PaYS Corporate Home Page for your company. This page has the text links, 'View All of this Company's Posted Jobs,' 'Submit A Job,' and 'Log Out.' To view jobs that you, or someone from your company, have submitted to the PaYS program, click on the 'View All of this Company's Posted Jobs' link. To submit a job, click on the 'Submit A Job' link, to return to the PaYS home page, click on the 'Log Out' link.

When you click on the 'View All of this Company's Posted Jobs' link, you go to the 'Job Listing Review' page. This page will list your company's jobs in the order they were submitted to the PaYS program. Jobs are listed by job title, start date, and job location, followed by a 'Details' link. Jobs are listed ten at a time, the 'View Next 10' and 'View Previous 10 Results' links at the bottom of the page allow you to move through the list of jobs.

Clicking on the 'Details' link associated with each job will bring you to the 'Detailed Job Description' page for that job. This page lists the details associated with the job when you, or someone from your company, first submitted this position. On this page will be the job title, start date, a detailed job description, and the company point of contact for this job. The information fields on this page are filled in when your company PaYS representative(s) first provided the job description for this position. Once you have reviewed the details of this job, use the 'Back' arrow on your web browser to get back to the 'Job Listing Review' page. At the 'Job Listing Review' page you can review the details of other jobs, click on the 'Submit a New Job' link or 'Log Out.'

Job Submission – Page One

The 'Submit a New Job' link on this page and the 'Submit A Job' link on the Corporate Home Page, both go to the 'Job Submission – Page One' page. But only if you, or someone from your company, have submitted at least one PaYS job into the database. On 'Job Submission – Page One' your Corporate ID and Corporate Name will already be filled in, based on your user name and password. Under Corporate ID and Corporate Name is the field 'Job Title – Please choose from list below.' This is the current list of job titles. To submit a job that already has a job title and description, click on the job title to highlight it and then click on the 'Proceed' link on the bottom of the screen. This will take you to 'Job Submission – Page Two.' If you are entering a job title that has never been entered, click on the 'To Submit a New Job' link at the bottom of the screen.

Job Submission – Add New Job Title

If no one from your company has ever entered a PaYS job, you will go to the 'Job Submission – Add New Job Title' page instead of the 'Job Submission – Page One' page just discussed. Also, clicking on the 'To Submit a New Job' link at the bottom of the 'Job Submission - Page One' will bring you to this page if you are entering a job that is not on the job title list. This page has three fields, 'Job Title,' 'Job Description,' and 'Job Qualifications.' The 'Job Title' is the generally accepted title of the person who performs this job. 'Job Description' is a text field where the company types in a description of the job position. The company has two general options when providing the job description for the PaYS program. The first option is used if the Partnership Company knows generally what openings they have in the upcoming years. In this case, the 'Job Description' information is a brief but comprehensive description of the duties, working conditions, general responsibilities, etc. The job description provided at this time is the reference the PaYS program staff uses to associate the company's job opening with an Army Military Occupational Specialty (MOS). The more accurate the description supplied by the company, the better the match between the company's job opening and the soldier's military duties. The second option is used if the company is not sure what openings they have, but know they will have job openings and want PaYS veterans in their workforce. In this case, a description of the company, benefits, and the job duties is sufficient. For companies using the general job description option, the PaYS program staff does not associate the company's jobs with a specific Army MOS; any PaYS soldier may pick the job. The PaYS veteran is a quality employee, but there is less of a match between the technical expertise and the company job opening. This option works best if the company wants quality employees and is willing to train the PaYS veterans. 'Job Qualifications' is also a text field. Type in the qualifications the applicant must have to fill the job position. All soldiers enlisting in the Army receive training for a specific Military Occupational Specialty (MOS) or job skill. In many cases, the military job skill has an equivalent civilian skill that requires a license, certification or credential to perform the job. A participating company may require an employee possess a credential issued by a nationally recognized organization or state licensing board or, employers may accept Army training certificates and / or equipment licenses as sufficient evidence of competence for meeting their training requirements. If the PaYS Partnership Company cannot accept all or part of the Army's training certificates and / or equipment license, the company must identify this issue as

part of the job description information. As an example, many of the medical MOSs civilian certifying agency's accept the Army's technical training, but the soldier must have an associate degree before he / she is allowed to take the national certification test. In this case, the soldier must either have an associate degree before he / she enters the Army or completes the requirements of an associate degree – either while in the Army or afterwards with the company. The certification requirement information provides the PaYS soldier with the specific training / certification they may need to qualify for the job. Another example is some trucking firms, because of insurance reasons, cannot hire drivers who are less than 24 years old. In this case, the soldier must be 24 years old when they leave the Army. Once a position is entered on the 'Job Submission – Add New Job Title' page, the job title with the associated job description and job qualifications will automatically be added to the 'Job Submission – Page One' list of job titles. There are two links at the bottom of the page, 'Proceed' and 'Cancel.' 'Proceed' takes you to 'Job Submission – Page Two' and 'Cancel' takes you to 'Job Submission – Page One.'

Job Submission – Page Two

If you clicked on the 'Proceed' link, at the bottom of either the 'Job Submission – Page One' page or at the bottom of the 'Job Submission – Add new Job Title' page you go to 'Job Submission – Page Two.' This screen allows you to fill in the when and where of the particular job. The 'Job Submission – Page Two' screen has your Corporate ID, Corporate Name, and the Job Title you entered from the previous page. In addition, the 'Job Qualifications' and 'Job Description' sections are filled in. The remaining fields are, 'Job Openings,' 'Desired MOS,' 'Year,' 'Quarter,' 'City,' 'State,' and 'Point of Contact.' 'Job Openings' is a numeric field and is the number of jobs you want to submit for this date and location. The number can be anything from 1 to 999. The 'Desired MOS,' 'Year,' and 'Quarter' fields all have pull down menus associated with them. Just click on the button with the triangle (standard windows type scroll bar) to see the associated list. Scroll down each list and select the appropriate MOS, Year, and Quarter by clicking on it. In the 'CITY' field type in the city where this job(s) is located. The 'State' field is another pull down menu where you scroll down the list and select the state where the job is located. The 'Point of Contact' field is also a pull down menu, but may not have your name. You can select a previous point of contact or add your name using the '*** Add A New Contact ***' option. There are two links at the bottom of the page, 'POC Info & Submit' and 'Cancel.' The 'POC Info & Submit' link takes you to 'Job Submission – Page Three' and the 'Cancel' link takes you back to 'Job Submission – Page One.'

Job Submission – Page Three

If you clicked on the 'POC Info & Submit' link, you will go to 'Job Submission – Page Three.' This screen allows you to fill in the Point of contact information for the particular job. If your name was on the point of contact list from the pull down menu on Page Two, all the information will be filled in. If not, fill in the 'POC Name,' 'POC Address Line 1,' 'POC Address Line 2,' 'POC City,' 'POC State,' 'POC Zip Code,' 'POC Phone Number,' 'Extension,' 'POC Fax Number' fields. Once these fields are completed, your name is added to the 'Point of Contact' field on the 'Job Submission – Page Two' and you will not have to enter this information again.

One important part of the 'Job Submission – Page Three' is the 'Job Position Remarks:' section. This is a memo field where you can type in additional comments or information about the job that you entered. This information will go to the PaYS applicant and could be information about the particular job or location that does not 'fit' as part of the general job description or job requirements. At the bottom of the page are the 'Submit & Exit' link and the 'Cancel' link.

Return to Job Submission – Page One

The 'Submit & Exit' link and the 'Cancel' link both take you back to 'Job Submission – Page One.' If you have submitted a job there will now be a note across the top of the page saying, 'PaYS Job Submission Successful' and you can either submit another job or return to the PaYS home page by clicking on the 'Log Out' link. If you did not submit a job, this is the same page you saw when you first clicked on the 'Submit a Job' link. However, there will NOT be a note across the top of the page saying, 'PaYS Job Submission Successful.' You can resubmit the job, submit a different job, or return to the PaYS home page by clicking on the 'Log Out' link.

If the Partnership Company has more than one PaYS Representative

The HR PaYS representative can view a list of the jobs posted by logging into the Corporate Partner Page (using their user name and ID). This is the same page the HR PaYS representative uses to put jobs and jobs descriptions into the PaYS database. At the top of this page there is a tab titled, 'View All of This Company's Posted Jobs.' 'Clicking' on this tab will list all the jobs the company has entered into the PaYS database. If the company only has one PaYS representative, they will see the jobs they have submitted for their company.

If the company has more than one HR PaYS representative and wants representatives to see all the jobs, it is important that each HR PaYS representative use the EXACT SAME COMPANY NAME when they first sign into the pays website (including capitalization and punctuation). This is particularly important if there are PaYS representatives at different regional locations. Otherwise, each HR Representative will only be able to see the jobs he / she entered.

The only time the HR representative will have to fill in their company name is when they initially sign up on the PaYS website and receive their password and ID. Therefore, it is important that PaYS HR representatives agree beforehand on how they will enter the company name. If the company has a hundred points of contact at twenty-five different locations, each person should enter the same company name when they first sign into the PaYS website. Each person will receive a different password and ID even though they enter the same company name.

As an example, suppose XYZ Widget Company has openings for PaYS veterans at three locations and each location has its own HR PaYS representative. When each representative initially logs into the PaYS website and receives their individual password and ID, they need to use the exact same company name. If one HR PaYS representative enters 'XYZ Widget Co.' another enters 'XYZ Widget' and a third enters 'XYZ Widget Company' when they initially log into the PaYS database, the database will code each entry as a separate company.

In this case, subsequent queries will not recognize that all three titles are for the same company and will not list all the jobs open for the XYZ Widget Company. Instead, the jobs listed will be the jobs entered by the person who is currently logged on and who 'clicked' on the, 'View All of This Company's Posted Jobs' tab. (The list of jobs pulled up is based on the logged on person's password, ID, and the company name entered when he or she received their password and ID). However, if each HR representative had entered 'XYZ Widget' as the company name, all PaYS jobs at all locations will be visible to each HR representative when they query the PaYS database.

48-hour Time Period

Company HR representatives cannot edit the PaYS data base once they have completed their job submissions. Therefore, it is important that Company PaYS representatives review their job descriptions before submitting the job. However, once a job position is entered by the HR Representative, it will be held for 48 hours (two work days) to allow the user to double check the job description for format, grammar, spelling, etc. A PaYS representative will check with company, preferably by email, to make sure the company is satisfied with the contents of the job description. If the company want to make corrections, PaYS personnel will make the changes in the database at this time.

After 48 hours, the jobs will be posted for PaYS applicants to select and it will no longer be possible to change the job descriptions in the database. If you have any questions, please contact the PaYS representative by phone (502-626-0331) or by email at (Michael.Benver@usarec.army.mil).

Password Activation

Companies are not able to enter job descriptions and the number of openings by year into the PaYS database until the company and the Army have signed the Memorandum of Agreement (MOA). This ensures jobs in the PaYS database are positions with companies that have entered into a formal agreement with the Army. This is done by not activating an individual's password in the PaYS database until the MOA is signed between the Company and Army.

It is possible that your company HR PaYS representative could sign onto the web site and get a user ID and password before the MOA has been signed. However, he or she will not be able to enter company job descriptions and number jobs until the MOA is signed. Not activating his or her user ID and password until after the MOA is signed

prevents the HR representative from inadvertently entering job descriptions into the PaYS database prior to your company signing the MOA.

ANNEX A

MEMORANDUM OF AGREEMENT
BETWEEN
THE UNITED STATES ARMY
AND

SUBJECT: Participation in the Partnership for Youth Success (PaYS) Program

1. Purpose. This memorandum of agreement (MOA) identifies the parameters of the Partnership for Youth Success (PaYS) Program and establishes the responsibilities of the U.S. Army, and _____.

2. Scope.

a. All parties recognize the considerable value of the PaYS Program to Army recruiting and to industry. The U.S. Army believes that PaYS will greatly assist in fulfilling its mission to recruit with integrity high quality men and women to meet the requirements of America's Army. Likewise, industry and the specific participating companies will benefit from the employment of intelligent, trained, and responsible men and women with Army values, experience, and proven leadership skills.

b. The U.S. Army is prohibited from endorsing or appearing to endorse a specific company or corporation. All information received by PaYS candidates from recruiters, therefore, will be limited to identifying job opportunities related to the individual's military occupational specialty (MOS) interest.

c. _____ responsibilities under the PaYS Program extend only to those PaYS participants whose military service was characterized as honorable. This program applies to the soldier's first term of enlistment only. For other former soldiers, the company owes no obligation such as placement or priority placement consideration, but may hire or interview as desired.

3. Responsibilities.

a. The Army's Obligations.

(1) Advise enlistment prospects of the PaYS Program during initial sales presentations to the prospects.

(2) Advise applicants, after qualifying for one or more MOS's, of the related industrial job opportunities for which they may be qualified to work after completing their initial term of service.

(3) Develop recruiting literature to publicize the PaYS Program, characterizing it as an enlistment incentive.

(4) Provide information to _____ to assist in maintaining contact with PaYS participants during their enlistment and provide transition support to these soldiers as they leave military service and begin post-service employment.

b. _____ Obligations.

(1) _____ will consider all qualified, participating individuals for employment with the company provided there are firm forecasted future openings at the time of their enlistment in the U.S. Army. Accepted individuals will enter into a Letter of Intent to hire with _____ pending completion of their tour(s) of enlistment. In the event that there are no firm forecasted future job opportunities, _____ will give priority consideration to participating individuals. Despite this priority consideration, the company retains the right to determine whether to ultimately hire the PaYS participant based on the PaYS applicants qualifications and the needs of the company at the time of the soldiers separation from the Army. Six months prior to separation from active duty, the company will provide those individuals the opportunity to interview with a representative of the company predicated on available job opportunities at that time.

(2) _____ will provide a point of contact within the company to assist individuals before and during the enrollment process.

(3) _____ understands that an individual, who initially indicates an intent to seek employment with the company after his or her initial period of enlistment, may later decide to re-enlist in the U.S. Army.

(4) _____ agrees to provide information on the ultimate placement of the PaYS veterans.

4. Termination, either party hereto may terminate this MOA upon 30 days written notice to the other party. Participants already enlisted in the PaYS program will not be affected by this termination. Such notice shall be delivered via facsimile or overnight courier service to the parties at the following addresses/facsimile numbers:

(Company POC Information)

U.S. Army Recruiting Command
ATTN: PaYS Program Manager
1307 Third Avenue
Fort Knox, Kentucky 40121-2726
Facsimile: (502) 626-0906

President/CEO/Authorized Rep

Commanding General,
USAREC/Authorized Rep

ANNEX B

Sample of Letter of Intent

LETTER OF INTENT

1. Scope. This document embodies _____ participation with the U.S. Army in the Partnership for Youth Success (PaYS) program, and represents the current intent of both the undersigned individual ("individual") and _____.

2. General.

- a. As of the date of this document, _____ intends to offer a preference in employment to the individual. Despite this priority consideration, the company retains the right to determine whether to ultimately hire the PaYS participant based on the PaYS applicant's qualifications and the needs of the company at the time of the soldier's separation from the Army.
- b. By executing a Memorandum of Agreement with the U.S. Army and identifying potential future positions, _____ realizes that the individual's military training has prepared him/her for future employment with _____.

3. Individual Obligations.

- a. The individual must successfully complete his/her military service obligation, and be issued an Honorable Discharge.
- b. The individual must inform _____ of his/her continuing intent to accept employment/employment preference. Such notification should be provided within the final six months of his/her initial term of enlistment to (address) (Attn: Human Resources/PaYS Coordinator)
- c. Should the individual, at any time during the period of service to the U.S. Army, decide not to continue pursuit of employment with _____ or decides to extend his/her term of service with the U.S. Army, he/she will immediately notify the _____ Human Resources/PaYS Coordinator (see paragraph 4a, below).

4. _____ Information.

- a. _____ has designated an individual as its PaYS Coordinator. The coordinator will be the primary point of contact for the individual during the period of his/her military service obligation, and will also assist with the transition into the employment with _____.
_____ PaYS Coordinator is _____, at
(**) ***_****.

- b. If the individual's acquired job skills warrant advanced placement with _____, such advanced placement will be reviewed giving special consideration to the individuals' commitment to the PaYS Program. This determination will be based on the particular job skills and training acquired, as well as industry-unique requirements as determined by _____.

Individual's Name

Date signed

Information Required By the Privacy Act of 1974

- a. Authority: 10 USC 503, 10 USC 3013
- b. Principal Purpose: To collect information from applicants for enlistment in the U.S. Army and to authorize PaYS (Partnership for Youth Success) employers to access personal information of PaYS Program applicants after they enter the Army.
- c. Routine Uses: PaYS employers have entered into an MOA (Memorandum of Agreement) with the Army and will contact PaYS enlistment applicants during their Army service and when they begin transition to post service employment. PaYS employers are authorized by this LOI to obtain information on PaYS enlistees, including their Home of Record, record of military training, home address and phone number and other information which will facilitate contact with the applicant.
- d. Disclosure: Voluntary. Although failure to authorize release of information to PaYS employers will prevent company from contacting individual to facilitate hiring after active duty service.

PaYS Information Letter

Congratulations! You have enrolled in the newest Army enlistment option, the Partnership for Youth Success (PaYS). PaYS is particularly attractive for young people who are not interested in completing college immediately after high school. Corporate America wants to hire these individuals, especially if they are veterans. Research has shown veterans make good employees. The technical experience and life experiences gained in the Army make the PaYS veteran an employee with excellent training, a positive attitude, and a low attrition rate. The veteran is comfortable working in a team environment, is drug free, and has a good work ethic. A final benefit for industry is being able to forecast and predict when new applicants arrive, which makes their recruiting efforts less costly. Below are some things you need to remember.

The Letter of Intent says the company intends to offer a preference in employment to the individual, conditioned upon certain terms explained below.

- The individual applicant's obligations are to successfully complete his/her military service obligation and be issued an Honorable Discharge.
- The individual must inform the company of his/her continuing intent to accept employment/employment preference. Such notification should be provided within the final six months of his/her initial term of enlistment.
- Should the individual, at any time during the period of service to the U.S. Army, decide not to continue pursuit of employment with the company or decides to extend his term of service with the U.S. Army, he will notify the appropriate company officials, (probably the Human Resources/PaYS Coordinator).
- The individual's wage/salary will be commensurate with other employees with similar qualifications. If the individual's acquired job skills warrant advanced placement such advanced placement will be reviewed, giving special consideration to the individual's commitment to the PaYS Program. This determination will be based on the particular job skills and training acquired as well as industry-unique requirements as determined by the PaYS partnership company.

Partnership companies have links to the PaYS website. To contact your Partnership company, you can go directly to their website, or access them from the link at the www.armypays.com website. It is possible that you will not see a link to your company from the PaYS website. That will happen if the company no longer has any open prospective jobs. In that case use the 'Contact Us' button on the www.armypays.com website to send an email to find the address of your partnership company.

You will be working for _____COMPANY NAME_____ as a _____JOB
TITLE_____. Your Point of Contact with the company is _____POC NAME_____ at

___POC ADDRESS___ and ___TELEPHONE NUMBER___. Below is the Job Description and Job Requirements for your position. If you have questions about the job, please call the point of contact listed above.

- Job description: ___ENTER JOB DESCRIPTION FIELD___.
- Job Requirements: ___ENTER JOB REQUIREMENTS FIELD___.

The PaYS job is not guaranteed. However, if you and your partnership company have established a dialog while you are on active duty, they will be eager to hire you since you will be uniquely qualified to work for them. The PaYS agreement is a private agreement between the prospective future employer and the soldier and the Army will not guarantee or enforce the agreement. Neither the Applicant or the Company have a guaranteed contract. The applicant may choose to work for a different company or in a different career when out of the Army or may want to reenlist. If he does, the company has no recourse. Depending on business and technology changes, the company may not be in business anymore or may not be able to hire anyone into that job or field. If so, the PaYS veteran can't legally challenge the company's decision not to hire or file a claim against the Army.

In the event that the Secretary of the Army determines that military necessity of a national scope requires that service members be available for immediate assignment / reassignment, any guarantees contained in the agreement may be terminated.

The PaYS applicant has a preferred hiring status with his partnership company. When the company signs the Memorandum Of Agreement and the soldier and company sign the Letter Of Intent both are honestly and sincerely expecting to work together two to six years in the future. In most cases, this will happen and everyone will be satisfied. The Army is only allowing top notch companies to join the PaYS partnership, but even so, it cannot guarantee that every company in the program will not have hiring difficulties in two to six years or that business conditions will not change.

There are other significant players in the PaYS program, notably, the Army Continuing Education System (ACES). The Army Continuing Education System assists soldiers in preparing for the civilian certification associated with their military skill. This is accomplished through testing and counseling at Army Continuing Education System Centers. The Defense Activity for Non-Traditional Education Support (DANTES) supplies the actual study material and civilian certification test for many of the associated MOS's administered at the Army Continuing Education System Centers.

Some companies require that you have completed a civilian certification before they will hire you. For many of the medical MOS's for example, the civilian certifying

agency accepts the Army's technical training, but the soldier has to have an associate degree before he or she is allowed to take the certification test. In this case, the soldier must have an associate degree before he/she enters the Army or complete the requirements of an associate degree on his/her own while in the Army. You must contact the company to determine if there is any certification requirement for you to complete.

For many occupations, there is no real national certification process. For example, the entire 63 series of mechanics falls into this category. For these soldiers, there are no required civilian certifications for automotive mechanics, except for technicians who service vehicle air conditioners. For most jobs, the standard achievement for automotive mechanics is voluntary certification by Automotive Service Excellence (ASE). ASE authorizes military installations with DANTES Test Centers to administer the ASE certification examination program to uniformed military personnel. Each MOS will have its own certification process.

APPENDIX B

BIG- 3 AUTOMOTIVE INDUSTRY PROTOCOL to ACCOMPANY the PaYS BRIEFING

The following are questions to be asked of the automotive industry following the presentation of the PaYS briefing to the Big -3.

1. As the PaYS recruiting incentive program was just presented, would your company be willing to participate in offering employment to U.S. Army enlistment applicants?

A: *If the initial response to this question is positive or noncommittal, follow question line A.*

B: *If the initial response is negative, follow question line B.*

Question Line A: Company would or might participate in the PaYS program as a partner.

2. What do you believe are the beneficial features of this program for your company?

Note: List all responses provided and make sure all responses are explained if not self-explanatory. Also have more than one response prioritized to determine the most to least important.

3. How could the Army improve the program to be more beneficial to your company?

Note: List all responses and assure each response is sufficiently explained to enable understanding by USAREC.

4. What do you believe could be possible weaknesses in the program as currently structured?

Note: List all responses and clarify if necessary.

For the following specific questions, omit if the feedback sought has already been covered in response to an earlier question.

5. Do you believe that the effort required by the Army to participate in and manage the company's portion of the PaYS program is reasonable?

Note: If the response is no, capture all negative concerns and ask what changes would be viewed as being more reasonable.

Question Line A (Continued)

6. The Army seeks to provide "guaranteed" positions for its recruits in participating companies when the soldier successfully leaves the Army. The Army would like participating companies to actually hire enlistees into the company in a non-pay status and then place them in a leave of absence status. Is this acceptable to your company? If not, what is the preferred method of hiring that your company would propose to effect this guarantee?
7. The program currently requires the applicant to enlist for a specific military skill. Is it essential for your company to have a person begin work with a specific amount of technical knowledge or would just general Army training be adequate?
8. Do you agree that such attributes as self-discipline, self-motivation, physical fitness, respect for authority, teamwork and drug free work habits are essential to have in your labor force?

Note: List any attribute that the respondent does not believe are needed.

9. The Army has two options to provide employment forecast data to identify future available jobs. Which would work best for your company's situation? If neither, is there another option you could propose for consideration?
10. How much turnover in prospective Army employees are you willing to accept as long as the Army provides qualified replacements for those who don't complete the PaYS program for valid reasons?
11. Is the apparent "one way" nature of the agreement with the soldier a problem for your company?
12. Is the Memorandum of Understanding between your company and the Army sufficient to protect your company's interests? If not, what changes would you propose?
13. Would your company like more flexibility or latitude in dealing directly with the soldier than the program currently proposes? If so, what relationship would you recommend?
14. Would you like more information on those soldiers who accept employment in your company beyond name, SSN and skill training provided? If so, what specific information would your company like to have and when?
15. Does the collective bargaining agreement between your company and its unions require any modifications in the structure of the PaYS program before your company could implement it?

16. Realistically, what is the maximum time in advance of hiring that specific jobs could be forecast by your company?

Question Line B: Company would not participate in the PaYS program as a partner as currently structured.

2. What aspects of the program do you believe must be changed in order for your company to agree to participate?

Note: List all program elements on which commented in sufficient detail to include recommended changes for each program element.

3. Are there any changes or modifications that you have just recommended that are more or less important than the others, that is, which are absolutely critical rather than "nice-to-have?"

Note: List all responses in priority and clarify if necessary.

4. What do you believe are the beneficial features of this program for your company?

Note: List all responses provided and make sure all responses are explained if not self-explanatory. Also have more than one response prioritized to determine the most to least important.

For the following specific questions, omit if the feedback sought has already been covered in response to an earlier question.

5. Do you believe that the effort required by the Army to participate in and manage the company's portion of the PaYS program is reasonable?

Note: If the response is no, capture all negative concerns and ask what changes would be viewed as being more reasonable.

6. The Army seeks to provide "guaranteed" positions for its recruits in participating companies when the soldier successfully leaves the Army. The Army would like participating companies to actually hire enlistees into the company in a non-pay status and then place them in a leave of absence status. Is this acceptable to your company? If not, what is the preferred method of hiring that your company would propose to effect this guarantee?
7. The program currently requires the applicant to enlist for a specific military skill. Is it essential for your company to have a person begin work with a specific amount of technical knowledge or would just general Army training be adequate?

Question Line B (Continued)

8. Do you agree that such attributes as self-discipline, self-motivation, physical fitness, respect for authority, teamwork and drug free work habits are essential to have in your labor force?

Note: List any attribute that the respondent does not believe are needed.

9. The Army has two options to provide employment forecast data to identify future available jobs. Which would work best for your company's situation? If neither, is there another option you could propose for consideration?
10. How much turnover in prospective Army employees are you willing to accept as long as the Army provides qualified replacements for those who don't complete the PaYS program for valid reasons?
11. Is the apparent "one way" nature of the agreement with the soldier a problem for your company?
12. Is the Memorandum of Understanding between your company and the Army sufficient to protect your company's interests? If not, what changes would you propose?
13. Would your company like more flexibility or latitude in dealing directly with the soldier than the program currently proposes? If so, what relationship would you recommend?
14. Would you like more information on those soldiers who accept employment in your company beyond name, SSN and skill training provided? If so, what specific information would your company like to have and when?
15. Does the collective bargaining agreement between your company and its unions require any modifications in the structure of the PaYS program before your company could implement it?
16. Realistically, what is the maximum time in advance of hiring that specific jobs could be forecast by your company?

APPENDIX C

TARGET MARKET PROTOCOL

Respond to the following questions about possible recruiting incentives that might get you to consider enlisting in the U.S. Army

When responding to questions 1 through 11, use the following five point rating scale:

- 5- Very important or desirable
- 4- Somewhat important or desirable
- 3- Make no difference one-way or the other
- 2- Somewhat unimportant or undesirable
- 1- Very unimportant or undesirable

1. Rate the importance of a possible incentive that would provide a substantial amount of money for you to attend college.
2. Rate the importance of an incentive that would provide assistance in placing you in a job in the private sector following your initial enlistment period.
3. If your plans following service in the Army include work in the private sector immediately after discharge, rate the importance of the Army's help in placing you in a desirable job when you enlist.
4. Rate the importance of getting a job in a nationally known or advertised company such as the automotive industry.
5. Rate the importance of the size of the company you would prefer to work for.
6. If your post enlistment plans call for employment in the private sector, rate the importance of the level of your starting salary.
7. If your post enlistment plans call for employment in the private sector, rate how important working in or close to a particular town or city would be.
8. If the Army were to assist you in getting employment in the private sector following enlistment, how important would it be to have the Army manage all of the details related to getting and maintaining a job for you.
9. If the Army were to arrange a post enlistment job for you, rate the importance of having it guaranteed for you so that you would feel confident that it would be available after your enlistment is over.
10. How important would you rate the ability to change your mind about any job that the Army might arrange for you if, for instance, you should decide to stay in the Army or decide to go to college.

11. Rate the importance of your being actively involved with the management of the employment process during your enlistment.
12. In order to participate in an Army sponsored employment assistance program after discharge, would you be willing to undergo some testing and assessment by your designated employer prior to discharge?
13. Some nationally known or advertised companies maintain a pool of job candidates and hire from this pool as positions in the company become available. Would you be willing to be placed in such a pool in order to get a job in such a company?
14. If you would be willing to be assigned to such a pool, how long would you be willing to wait for a job? About one month, three months, six months or longer than six months?
15. Is starting salary or job location more important to you?
16. Is immediate employment or starting salary more important to you?
17. Is a guaranteed job more important than starting salary?